WESTERN AUSTRALIA
RETURN
RECYCLE
RENEW

WARRRL OPERATIONAL PLAN

2024 - 2025

We acknowledge and pay respect to the past, present and future traditional custodians and elders of these lands. We acknowledge your connection land, water, skies and community and that we walk, talk and work on your country. We hope to work in true partnership to care for country.

CONTENTS

1. INTRODUCTION

1.1 BACKGROUND

The Western Australian Container Deposit Scheme (the Scheme) operated by WARRRL commenced 1 October 2020. The Scheme provides an incentive for members of the public to collect and return containers for recycling in exchange for a refund amount.

1.2 PURPOSE

The purpose of this operational plan (the Plan) is to provide an update on how WARRRL is delivering the Scheme Coordinator functions and operations of the Scheme, and how WARRRL will achieve its strategic plan.

This updated plan focusses on the fifth year of Scheme operations.

It is intended that this plan is a dynamic document that will continue to be updated to reflect the current circumstance and detail the activities that WARRRL will undertake in delivering on the Scheme Coordinator functions.

1.3 ALIGNMENT WITH THE SCHEME OBJECTIVES

The Scheme objectives to which this plan aligns is included in Table 1:

Table 1 – Alignment with the Scheme objectives

OBJECTIVES	
	1. Increase the recovery and recycling or beverage containers
	2. Reduce the number of beverage containers that are littered or disposed of to landfill
	3. Ensure that Beverage Suppliers meet their product stewardship responsibility
	4. Provide opportunities for social enterprise and community organisations
	5. Create opportunities for employment (including for people with a disability and long term unemployed people)
	6. Compliment existing collection and recycling activities for recyclable waste

1.4 ALIGNMENT WITH SCHEME COORDINATOR OUTCOMES

The strategic plan period FY21–FY24 is almost complete, so as a result WARRRL is currently undertaking strategic planning for the period FY25–FY27 to ensure Scheme coordinator outcomes continue to be met.

WARRRL's approach to strategy implementation continues to include regular reviews and adjustments to ensure key goals are achieved. As part of this further evolution of job roles and functions has been undertaken and further adjustments are likely to be undertaken in the year ahead to align to the new strategic plan.

The proposed strategic plan FY25–FY27 identifies four strategic initiatives that will deliver its goal. The strategic initiatives are:

1. An optimised and resilient CDS network.
2. Grow participation to drive container recovery.
3. Accelerate the transition to the circular economy.
4. Scheme Coordinator Operational Excellence.

1.5 SCOPE

This document sets out WARRRL's approach to resourcing the strategic plan, as follows:

- Overview of the operational structure of WARRRL (refer to **Section 2**);
- A description of each functional area and the roles and responsibilities of the internal resources:

  » CEO and support functions (refer to **Section 3**);
  » Marketing and communications (refer to **Section 4**);
  » Refund point development (refer to **Section 5**);
  » Finance and commercial (refer to **Section 6**);
  » Scheme integrity (refer to **Section 7**);
  » Information and technology (refer to **Section 8**);
  » Business development (refer to **Section 9**); and
  » Other enabling resources providing key outcomes (refer to **Section 10**)

2. OPERATIONAL STRUCTURE

2.1 INTRODUCTION

This section outlines the structure WARRRL has designed to meet the Scheme objectives and to deliver the functions of the Scheme Coordinator.

2.2 FUNCTIONAL STRUCTURE

With reference to the functions of the Scheme Coordinator (**Section 1.5**) and the Scheme objectives (**Section 1.4**), WARRRL has developed five functional areas with clear responsibilities for delivering our strategic priorities, representing four clear work streams and allocation of responsibilities. These functional areas and their key components are outlined in the diagram below.

Table 2 – Functional structure

FUNCTIONAL AREA	KEY COMPONENTS
Marketing and communications	• Government, media relations and stakeholder engagement • Brand development, advocacy & usage • Marketing & communications (bought media, owned media & earned media) • Research and insights
Refund point development	• Refund point growth • Network expansion • Network operational improvements
Finance, commercial, MRFs and recyclers	• Financial reporting, budgeting, auditing & analysis • Beverage supplier contract management • Legal and insurance • Management of MRFs & Recyclers
Scheme integrity	• Governance • Safety & wellbeing • Compliance and risk management along with audit and verification services • Fraud & corruption control
Information, technology, logistics and processing	• Business information analysis, IT and cyber security • Delivery of insights via data analytics & data mining • Project and change management • Management of operations including logistics and processors
Business development	• Community group, charity and schools' engagement and participation development • Commercial engagement and participation development • Local government engagement and participation development • Physical support infrastructure to support recovery rates including product innovation and online store

Further detail of the responsibilities of each of the functional areas is provided in the subsequent sections.

2.3 ORGANISATIONAL STRUCTURE

WARRRL currently employs fifty-five (55) people and this document reflects our current state. It is planned to introduce additional roles to the organisational structure during FY2025.

These new roles will be identified following an organisational design review to examine the current structure, capacity and capability through FY25 to ensure alignment with priorities established in the new strategic plan FY25-FY27.

Figure 1 - Organisational structure
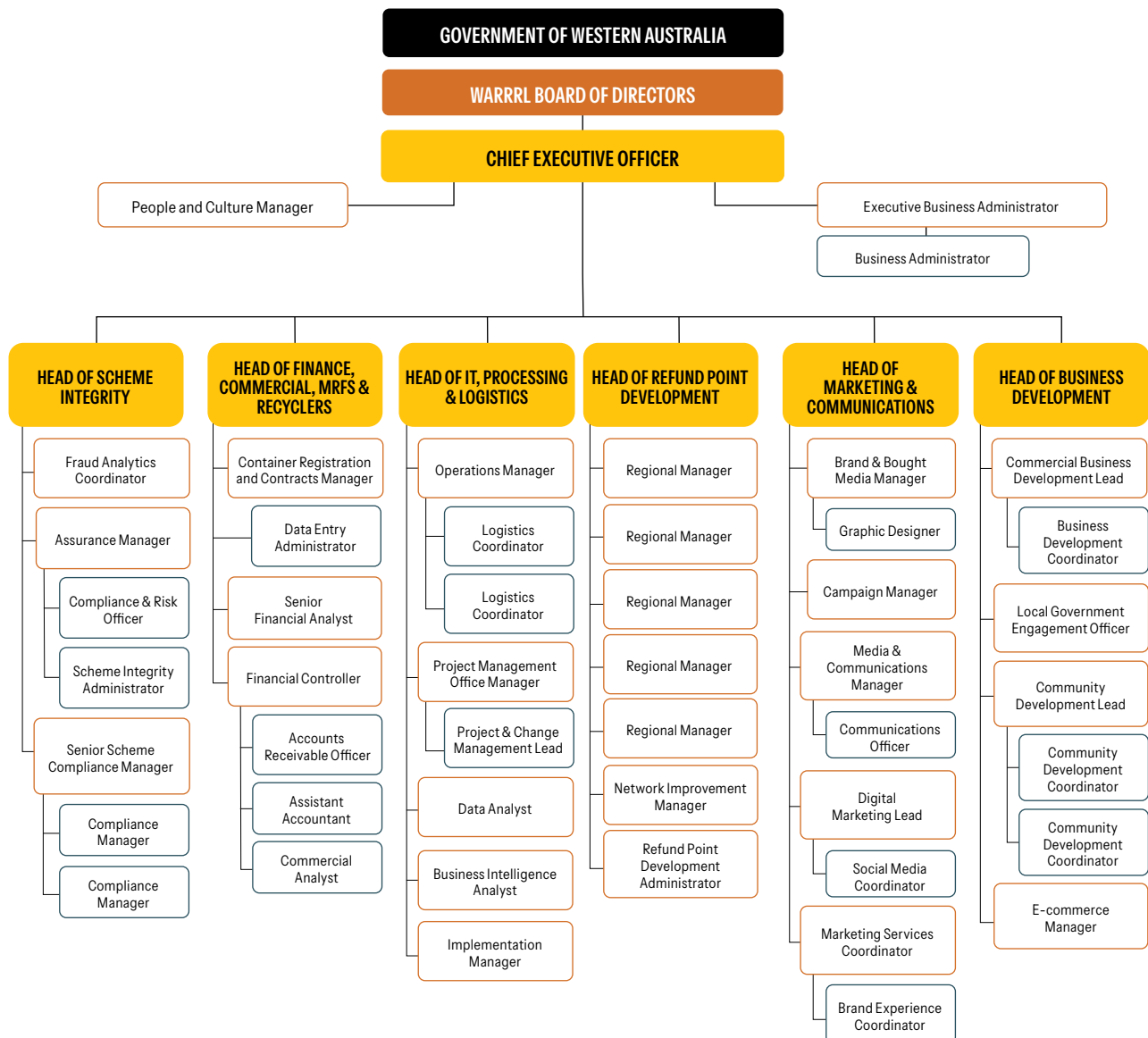
The employees engaged over the past twelve months have enhanced capability in the reconciliation and local government space as well as expanding capacity in the finance and commercial team. A new e-commerce role was also created to enable stakeholders to access collateral and materials to assist in boosting recovery rates.

2.4 THIRD PARTY SUPPORT

WARRRL is responsible for the governance and administration of the Scheme. To support the delivery of the Scheme Coordinator functions, WARRRL has engaged several third-parties to leverage specialist expertise, external efficiencies and to support the Board and management. These are outlined in the table below.

Table 3 – Third Party Support

SUBCONTRACTED SERVICE AND SUPPLIER	DESCRIPTION OF SERVICE	FUNCTIONAL AREA
Board support, governance and Company Secretary (Annette Watkins)	• Governance structure and processes managed to ensure they are in line with best practices including adherence to a corporate governance policy. • Board administration including preparation, collation and distribution of Board and Committee agenda, pre-reading materials, minutes, actions arising from the meetings and fortnightly updates. • Compliance calendar monitoring to ensure reporting requirements are met including compliance in regulatory, reporting and administrative matters and requirements outlined in numerous documents including the Constitution, Board Charter, the Waste Avoidance and Resource Recovery Act 2007 (WA) (Act), the Waste Avoidance and Resource Recovery (Container Deposit Scheme) Regulations 2019 (Regulations), the Reporting Code as defined in the Regulations , State Coordinator Deed, Conditions of Appointment of the Company as Coordinator under the Act. • Board meeting support to ensure effective meetings and adherence to director and governance obligations and responsibilities. • Maintain company register and associated information and record any conflicts of interest along with assisting in the preparation and authorisation of contracts, Deeds or other relevant documentation. • BoardEffect implementation, training, and ongoing use as a centerpiece of board administration. • Work with the Board and CEO to ensure that appropriate governance support is provided to WARRRL. • Provides administrative support for the Container Deposit Scheme Liaison Group, which meets quarterly.	CEO
Commercial, financial, accounting and tax advice (Various providers as required)	• Ad hoc services focusing on business process and compliance – for example, a review of the Scheme pricing model. • Tax advice regarding accounting and tax considerations.	Financial & commercial
BDO	• Payroll services	Financial & commercial
Legal services (HWL Ebsworth)	• Contract management – legal advice on contract development and management of contract issues as they arise. • Fraud management – legal advice on matters relating to the detection of fraud and drafting of associated information to support legal proceedings as they arise. • Board governance – ad hoc legal advice in relation to Board governance matters. • Ad hoc advice.	Financial & commercial
External audit (Grant Thornton)	• Financial audit – independent audit of WARRRL's consolidated financial statements for both the Scheme business unit and other WARRRL operational business units.	Financial & commercial

2.4 THIRD PARTY SUPPORT (CONTINUED)

Table 3 – Third Party Support (continued)

SUBCONTRACTED SERVICE AND SUPPLIER	DESCRIPTION OF SERVICE	FUNCTIONAL AREA
Scheme audit support (PKF)	• First responsible supplier (FRS) audit – audit of data provided by FRS and exporters in their monthly declarations.	Scheme integrity
Insurance broker (AON)	• Insurances – assistance obtaining statutorily mandated or Board approved insurances.	Financial & commercial
Carbon footprint assessment (Thinkstep ANZ)	• Undertaking ongoing carbon footprint assessment to establish a baseline and evaluation of offset options.	Financial & commercial
Health and Safety (SafetyTech)	• Optimise suitable safety framework that aligns to new legislation. • Provide compliance training for employees. • Update onboarding information as required when new legislation is passed. • WHSE consultation & communication plans • Psychosocial risk assessment	Scheme integrity
Health and Safety (Epigroup)	• Undertake safety audits for operators in accordance with contractual obligations and provide safety coaching to RPOs as required. • Create bespoke training material for WARRRL and the wider network. • Conduct safety investigations as required.	Scheme integrity
Fraud investigations – Strike Training & Consulting	• Conducting investigations into potentially fraudulent activities as required. • Assisting with additional compliance activities as required.	Scheme integrity
Risk Management & Business Continuity – RiskWest	• Subject matter expertise to enhance the Risk Management systems and processes for WARRRL and Containers for Change • Subject matter expertise to review Business Continuity System for WARRRL, including scenario training annually.	Scheme integrity
Pauline Tarrant Consulting	• General people and culture guidance including complex industrial relations and board subcommittee matters as required • Communicate key trends and legislation changes to senior leaders • Provision of senior level recruitment and talent acquisition services • Workplace investigation, mediation and facilitation services. • Backup support to People & Culture Manager.	CEO
The Brand Agency (WPP)	• Support in the development of Containers for Change brand strategy. • Preparation of the bought media strategy, including planning and buying. • Development of consumer facing creative messaging. • Development of customer experience plans. • Development of creative assets including associated support tools. • Website content strategy and development.	Marketing & communications
EPIC IT	• Delivery of Microsoft Office 365 environment. • Provide data protection including firewall and spam filtering. • Supply of IT equipment.	Information & technology
SEC Newgate	• Developing the governmental relations strategy and implementation review for WARRRL.	CEO

2.4 THIRD PARTY SUPPORT (CONTINUED)

Table 3 – Third Party Support (continued)

SUBCONTRACTED SERVICE AND SUPPLIER	DESCRIPTION OF SERVICE	FUNCTIONAL AREA
Rowe Group	• Provide planning consultancy services to support selection of suitable refund point locations. • Provide advisory services to refund points on zoning issues.	Refund point development
Opteamise Solutions – Simon Hickmott	• Conduct operational efficiency reviews across the refund network.	Refund point development
Print & Sign Co	• Providing collateral for campaigns and signage.	Business development
CoreData	• Market research, data insights along with marketing and consulting services.	Marketing & Communications
Round n Round Design – Natasha Rogers	• Engage with MRFs to maximise their participation in the scheme and contract the last outstanding MRF. • Engage with current and actively pursue the participation of more approved recyclers for sale of Scheme material. • Actively monitor and explore opportunities for minor material such as liquid paperboard and soft plastics. Monitor impacts of recycling developments both domestically and globally on potential longer-term outlets for Scheme material. • Product innovation and development of physical collection infrastructure.	Financial & commercial Business Development
Dynamics 365 support - iCatalyst	• System delivery and support for Microsoft Dynamics 365.	Information & technology
Data analytics – Darta (Jason Hamer)	• Utilising advanced analytical techniques such as statistical analysis, machine learning, deep learning and artificial intelligence to support problem solving for complex business challenges.	Information & technology
Full stack developer David Book	• Mobile app and business solutions portal (consumer app & Collect solution).	Information & technology
Locate2U	• Freight management system solution provider.	Information & technology
BehaviourWorks Australia (Monash University)	• Behavioural science research, education, training, resources and consulting.	Marketing & Communications
3PL	• Warehousing and distribution services for the online store	Business development
Oasis People and Culture	• Organisational development	Office of the CEO
ACIL Allen	• Refund point network evaluation and design	Office of the CEO

3. CEO AND SUPPORT FUNCTIONS

3.1 INTRODUCTION

This section describes the resourcing and key activities that are undertaken by the Chief Executive Officer (CEO) and support functions of WARRRL.

3.2 OVERVIEW OF FUNCTION

A Chief Executive Officer (CEO) was appointed by the Board of Directors on 15 July 2019. This role has responsibility and oversight for WARRRL's day to day operations, and for meeting the Scheme Coordinator's responsibilities and performance targets.

To support the WARRRL functions, an Executive Assistant supports the leadership team and an Office Administrator coordinates the office activities and provides staff support. The People and Culture role has been upgraded to a more senior level to meet the needs of the organisation as further development of organisational culture is undertaken and staffing levels continue to increase.

3.3 INTERNAL RESOURCING

The CEO and support function consists of four (4) resources, as outlined below:

Figure 2 – Internal resourcing
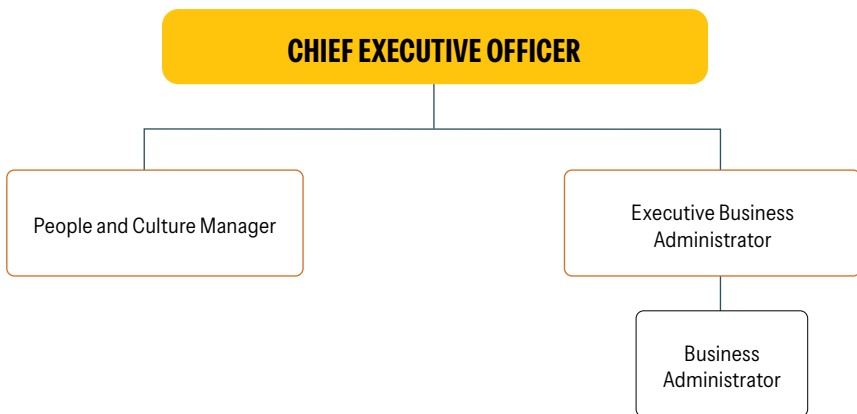
3.3   INTERNAL RESOURCING (CONTINUED)

A brief position description of each of the roles is provided in the table below:

Table 4 - Position descriptions

POSITION	REPORTS TO	KEY RESPONSIBILITIES
CEO	Board of Directors	• Act as the public face of the Scheme and the Containers for Change brand (along with Chair of the Board of Directors).
		• Enact responsibility and oversight of all WARRRL functions.
		• Provide day-to-day accountability for Scheme Coordinator obligations under the Scheme Coordinator Deed and Conditions of Appointment.
		• Report to the Board of Directors and major stakeholders.
		• Recommend key policies, and protocols to the WARRRL Board.
		• Represent WARRRL in various industry forums.
		• Aboriginal and Torres Strait Islander engagement including delivery of the Reconciliation Action Plan.
		• Deliver the strategic priorities determined by the Board to deliver Scheme operations through the development and recommendation of annual strategic and operational plans.
		• Implement all approved plans, policies, and programmes as determined by the Board.
		• Ensure compliance with all legal and regulatory obligations.
		• Manage Scheme Coordinator recruitment and People & Culture policies.
		• Manage WARRRL as an organisation, including all personnel within the WARRRL team.
Executive Business Administrator	CEO	• Provide support for leadership team members, the WARRRL board, key events and reporting activities.
Office Administrator	CEO	• Enact office coordination including management of on-boarding staff, secretarial tasks and general office management and administrative tasks.
People & Culture Manager	CEO	• Leading key people programs and projects across WARRRL.
		• Providing ad hoc support for employees and leaders at WARRRL.
		• Responsible for compliance and ensuring employees information and data for WARRRL is up to date including employment software system content and payroll information (Employment Hero).

3.4 KEY ACTIVITIES

The key activities that are undertaken by the CEO and support functions during the third year of Scheme operations are outlined in the table below.

Table 5 – Key activities

OPERATIONAL YEAR 5

CEO

- Enact day-to-day responsibility and accountability for WARRRL discharging its obligations as Scheme coordinator and delivering its strategic initiatives and goals, including the Scheme objectives.
- Ensure the business operations of WARRRL are managed smoothly and appropriately, ensuring suitable resources are deployed to deliver on its statutory and contracted responsibilities.
- Represent WARRRL, and more generally the WA CDS, in dealings with Government and other major stakeholders.
- Provide ongoing reporting to DWER and Government stakeholders of progress against Scheme objectives.
- Ensure WARRRL is represented in the relevant industry associations to press the continued and successful development and integration of the Scheme into the WA waste and recycling industry.
- Implement all approved plans, policies, and programmes.
- Report to the Board of Directors and Government regarding high level Scheme activities along with any emerging risks and opportunities.
- Manage people & culture policy and recruitment.
- Ensure compliance with legal and regulatory obligations.
- Provide strategic and operations plan and operational consistent with obligations to the State.
- Manage the WARRRL team, instilling a positive culture, and ensuring individuals within each role are performing to the requisite standards and behaviours.
- Reconciliation action plan implementation.

Administrative support

- Provide support to the leadership team for key activities including meetings, team events and external events.
- Office management including liaising with service providers, maintenance of office furnishings and equipment.
- Administration and coordination tasks as required, including supporting the CEO's schedule and appointments and making travel arrangements for WARRRL employees.
- Support on-boarding of new employees.

People & culture

- Work with a continuous improvement mindset to maximise people potential and performance across the organisation in a manner that aligns to WARRRL values and culture.
- Embed endorsed people & culture polices including providing advisory support on employment relations matters and investigative support as required to resolve grievances or disputes.
- Deploy employee engagement metrics and other staff feedback mechanisms (e.g., exit interviews).
- Ensure remuneration practices can attract high calibre staff and reward outstanding performance whilst also ensuring workplace terms and conditions exceed minimum standards.
- Provide professional and efficient recruitment support to enhance the WARRRL employer brand and hire a diverse workforce.
- Provide ongoing review of workforce plans and organisational design to offer guidance on optimising people utilisation and identifying potential gaps.
- Undertake activities to enhance diversity and inclusion in the workplace including special measures for identified disadvantaged groups (including Aboriginal or Torres Strait Islander people and people with a Disability).
- Design capacity building programs to align staff skills to future required capabilities and provide general guidance to RPOs as required.

4. MARKETING & COMMUNICATIONS

4.1 INTRODUCTION

This section describes the resourcing and key activities that are undertaken within the Marketing and Communications function of WARRRL.

4.2 OVERVIEW OF FUNCTION

The marketing and communications function remains focused on delivery of the Scheme objectives through raising consumer awareness and driving participation in the Scheme.

This will be achieved through:

Marketing and Communications

The Marketing and Communications team(Marcomms), manage a broad range of tasks that all work towards positively promoting WARRRL and Containers for Change across a wide and varied stakeholder base.

The function relies on research, insights and statistics to inform marketing and communications decisions. The function tracks brand performance, customer satisfaction and other metrics in developing their plans.

Following parental leave the role of Brand Marketing Manager tasks across the team have been temporarily adjusted to accommodate this change and one person has been recruited on a temporary contract (Campaign Manager). This change allows three team members to step into higher duties and provide them with valuable experience which can assist ongoing capability development across the team. Further to this a new role of Social Media Coordinator has been created to enable social content across a broader array of channels.

The function is focused on consolidation of messaging and optimisation of participation outside of the home. This will be underpinned by behavioural insights to help address opportunities for WARRRL to enhance recovery rates.

4.3 INTERNAL RESOURCING

The marketing and communications function has ten (10) resources, as outlined below:

Figure 3 – Internal resourcing
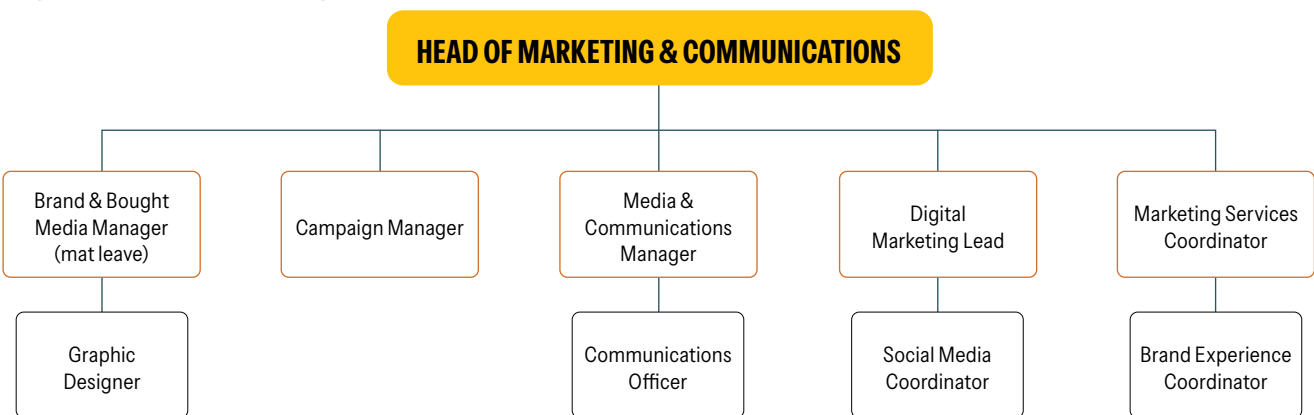
4.3 INTERNAL RESOURCING (CONTINUED)

A brief position description of each of the roles is provided in the table below.

Table 6 – Position descriptions

POSITION	REPORTS TO	KEY RESPONSIBILITIES
Head – Marketing & Communications	CEO	• Responsible for delivery of all Marketing and Communications activities, communication, and marketing and branding that drives participation in the Scheme. • Enact development of the WA consumer brand positioning and management of stakeholder relationship with CES in relation to the Containers for Change brand. • Execute ways to assist participation in the Scheme and support the strategy. • Develop appropriate research insights to review the effectiveness of Scheme awareness and participation. • Responsible for strategic planning, development and delivery of marketing plans, brand positioning and development of bought, earned and owned media tactics.
Media & Communications Manager	Head – Marketing & Communications	• Media management including development of earned media, both proactive and reactive. • Government liaison. • Messaging and approvals for presentations and speeches. • Third party stakeholder engagement. • Development and innovation to drive usage of Scheme ID. • Reporting and analysis.
Communications Officer	Media & Communications Manager	• Electronic direct mail content plans and distribution. • Content creation across owned channels and curation for communication across key channels. • Creation of stakeholder presentations. • Management of initial media contacts and collaborating on pitches.
Brand Marketing Manager *(Currently on parental leave)*	Head – Marketing & Communications	• Execution of bought media plans. • Brand usage approvals. • Sponsorship management. • Iconic venue activation execution. • Signage and collateral for refund points and other key stakeholders.
Campaign Manager	Media & Communications Manager	• Campaign development (strategy and bought media) • Audience research (supporting Head of Marketing & Communications) • Strategy development (supporting Head of Marketing & Communications) • Data and market trend analysis • Management of tactical partnerships including sponsorships • Tracking media spend

4.3 INTERNAL RESOURCING (CONTINUED)

Table 6 – Position descriptions (continued)

POSITION	REPORTS TO	KEY RESPONSIBILITIES
Graphic Designer	Head – Marketing & Communications	• Corporate and consumer branding for all business and customer facing materials. • Management of the graphic design briefing workflow. • Engages with creative agencies. • Provides advice on product design development and distribution. • Creative development.
Brand Experience Coordinator	Marketing Services Coordinator	• Provides marketing and brand feedback, support, and approval. • Brand lead for customer experiences when visiting Refund Points. • Oversees and coordinates specific marketing and optimisation. • Supports optimisation of C4C brand including development and supply of resources.
Digital Marketing Lead	Head – Marketing & Communications	• Manage the Containers for Change Website (front-end management & development). • Manage paid social content (execution and oversight). • Manage paid search (execution and oversight). • Undertake Google Analytics and Go To Market analytics and tracking. • Grow online audience on a variety of social media platforms.
Marketing Services Coordinator	Head – Marketing & Communications	• Coordination, supporting development and management of incoming briefs to support business development and operations key strategic projects. • Planning, management, and execution of support tools for key events and activations. • Developing and delivering a high standard of marketing tools and activation mechanics to support business development and strategic plans.
Social Media Coordinator	Digital Marketing Lead	• Grow online audience on a variety of platforms. • Create and curate suitable content to educate the general public on the ease of use of the Scheme. • Manage social media posts to maximise engagement. • Social media reporting and analysis. • Provide Marketing and Communications and general workstream support.

4.4 KEY ACTIVITIES

The key activities that will be undertaken by the marketing and communications function during the third year of Scheme operations are outlined in the table below:

Table 7 – Key activities

OPERATIONAL YEAR 5

Government relations

- Communicate with Government stakeholders regarding Scheme priorities and objectives, and shared promotional opportunities.
- Coordinate approvals, reporting and other interactions with Government, including performance of the Scheme against the key targets (i.e., Scheme objectives) and performance of WARRRL at the strategic level.
- Continue to build strategic relationships in Government and other external influencing bodies to ensure Government priorities and objectives are met and communicated.

Media, marketing and communications

- Continue to drive Scheme awareness and audience targeting to drive participation.
- Provide measurement and monitoring of Scheme awareness KPIs, including reporting of performance to the public.
- Provide oversight development and deployment of Scheme marketing materials and campaigns.
- Manage WARRRL Scheme media and public relations including the development of proactive and reactive media plans and external-risk mitigation plans.
- Develop and implement the relevant plans in line with conditions of appointment.
- Manage operation of all Scheme communications channels including the Scheme website, social media, and other mediums.
- Manage media communication and marketing.
- Coordinate all stakeholder communications, including Marketing and Communications and public relations.
- Ensure brand integrity and compliance of network participants in maintaining the brand reputation.

5. REFUND POINT DEVELOPMENT

5.1 INTRODUCTION

This section describes the resourcing and key activities that are undertaken within the refund point development function of WARRRL.

5.2 OVERVIEW OF FUNCTION

The Refund Point Operations team is the link between the refund point network and WARRRL, ensuring communities have access to a range of refund point options, assessing new sites, and coaching refund point operators.

The function has two key focal areas: working with refund point operators to maximise 10¢ container returns, and undertaking network improvement strategy, reviews, and projects.

With more than 70 operators, Containers for Change WA has one of the most diverse refund point networks in Australia, featuring large multi-national companies, family enterprises and volunteer-run community groups. This means Regional Managers need to adeptly manage and support many different approaches, capabilities, and skill sets.

In particular, the operators in the northern part of the state need more support with the operational issues they continue to face including scheme participation. The reconciliation actions committed to by WARRRL also require additional support and this could be supported by an employee in the Pilbara Kimberley region.

Contract extension is also underway across the network which also contributes to the workload of the team. To support this an additional part-time role has been created to focus on systems and processes while the Network Improvement Manager focuses on recontracting the refund points and supporting the expansion of the RVM network and network optimisation strategy.

The geographic spread of the network involves a high number of refund points to service the State, with the Scheme scheduled to commence with the highest ratio of refund points to population of any jurisdiction in Australia. Further to this, the focus on maximising community benefit from the Scheme across Indigenous engagement, employment of people who live with a disability and long term unemployed continues to require a higher level of support. To ensure optimal outcomes across the entire network the key focus for the team is overseeing the refund point collection network to ensure Scheme objectives are met consistent with their obligations under the refund point agreement.

This structure has evolved to recognise the need to focus on expanding the reach of the network and enhancing existing operations. It will also support the heavy participation of community-based organisations.

5.3 INTERNAL RESOURCING

The refund point development function has eight (8) resources, as outlined below.

Figure 4 – Internal resourcing
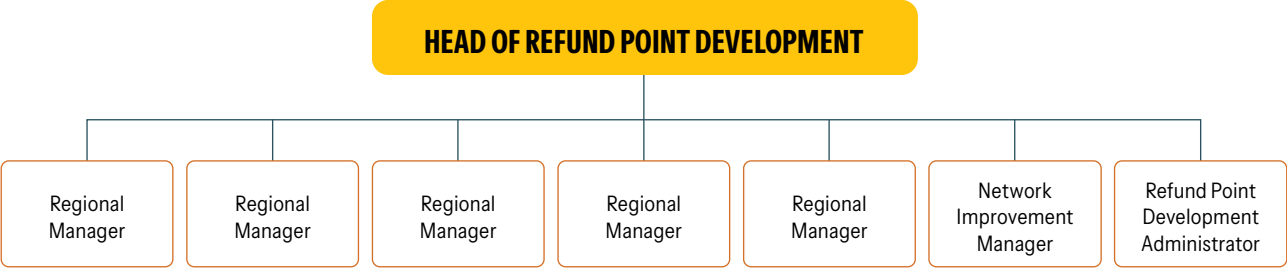
A brief position description of each of the roles is provided in the table below:

Table 8 – Position descriptions

POSITION	REPORTS TO	KEY RESPONSIBILITIES
Head Refund Point Development	CEO	• Provide oversight and responsibility for delivery and maintenance of all refund point operations activities and sub-functions to continue to deliver on the minimum service standards. • Continue to improve Scheme access and convenience with additional refund point locations. • Provide support for collection network participants. • Delivery of strategic initiatives around the RPO information resources, network expansion and RPO efficiency improvements. • Manage CES contact centre issues. • Ensure appropriate monitoring is in place to review contractual obligations around refund point responsibilities for volume growth and customer service. • Ensure that minimum network standards are maintained as per DWER guidelines.
Network Improvement Manager	Head Refund Point Development	• Work with regional managers on strategic and continuous improvement initiatives to grow and implement RPO network capability improvements to maximise recovery rates. • Continue to work on network coverage for metro area to improve access and convenience for the public. • Develop a system for RPO agreement review and process for contract renewal processes. • Maintain RPO systems for site inspections an RPO portal. • Create and document processes for regional managers and RPOs. • Work on continuous improvement projects to optimise network processes.

5.3 INTERNAL RESOURCING (CONTINUED)

Table 8 – Position descriptions (continued)

POSITION	REPORTS TO	KEY RESPONSIBILITIES
Regional Managers	Head Refund Point Development	· Develop relationships and contract management with refund point operators. · Liaise with RPOs to conduct on site visits and inspections to improve access and convenience of the Scheme through mobilising additional refund points. · Provide operational support for collection network participants. · Support participation development activities to boost Scheme recovery rates and grow volume. · Work on continuously improving customer experience and addressing any customer complaints.
Admin Support RPO Team	Head Refund Point Development	· Provide admin support to maintain RPO systems: and processes. · Maintain filing and maintain evidence for RPO CRM information. · Provide admin support to RPO team projects. Maintain systems and follow up on RPOs to provide updates to projects. · Complete minutes and actions lists for team meetings.

5.4 KEY ACTIVITIES

The key activities that will be undertaken by the refund point development function during the third year of Scheme operations are outlined in the table below.

Table 9 – Key activities

OPERATIONAL YEAR 5

Refund point development

- Provide support/advice for refund point operators to assist with adapting to volume and recovery rate increases, including the promotion of operational efficiencies across the collection network.
- Focus on expanding the network to improve Scheme accessibility to the public including an increase in reverse vending machines, bag drops and enhancing the regional network.
- Provide relationship management and coordination support of refund point operators, including contract performance management, volume growth and customer service. Provide ongoing contract management to facilitate good practice operations by refund point operators utilising the RPO portal.
- Drive process improvement and shared learnings throughout the collection network.
- Coordinate and support on-boarding of new refund point operators.
- Work with refund point operators to maximise Scheme awareness and participation.
- Monitor and report to Scheme Integrity function on operational anomalies and outliers for refund points. Conduct on-site inspections as directed by Scheme integrity.
- Provide oversight of the contact centre operational element to manage enquiries from Scheme participants, including management of key issues/trends, messages and FAQs, and ensuring contact centre capacity is managed to adjust and react to peaks in volume (e.g., around Scheme commencement and initial period post-Scheme commencement).

6. FINANCE, COMMERCIAL, MRFS AND RECYCLERS

6.1 INTRODUCTION

This section describes the resourcing and key activities that are undertaken within the finance, commercial, MRFs and recyclers function of WARRRL.

6.2 OVERVIEW OF FUNCTION

The Finance team is responsible for all financial related aspects of the Scheme and all duties concerning First Responsible Suppliers (FRS) Material Recovery Facilities (MRFs) and WARRRL Approved Recyclers.

The team manages all financial administrative tasks for WARRRL including Scheme payments, external reporting, budgeting and forecasts, management of the key external contracts and proposing Scheme price movements to the Board to pay for the operations of the Scheme. The team also manages the agreements with FRS, Circular Economy Systems (CES), MRFs and recyclers. This activity is supported by an external consultant.

Crucially, this function is responsible for ensuring Containers for Change consumers receive their refunds, refund point operators get their handling fees, suppliers are paid on time and the recycling supply chain is vetted.

Over the past 12 months there have been significant increases in workload with substantial increases in invoices, day to day finance tasks and over 700 FRS now contracted with the Scheme. As a result, an additional part time Accounts Receivable Officer has been appointed and a Commercial Analyst role created to support the increase in finance related transactions, volumes, and analysis.

6.3 INTERNAL RESOURCING

The finance and commercial function is established with seven (7) resources, as outlined below:

Figure 5 – Internal resourcing
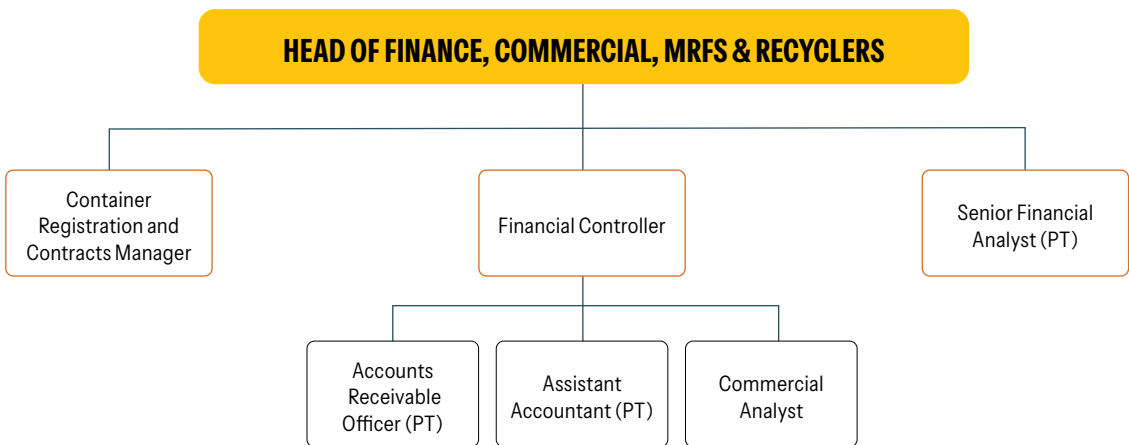
6.3 INTERNAL RESOURCING (CONTINUED)

A brief position description of each of the roles is provided in the table below:

Table 10 - Position descriptions

POSITION	REPORTS TO	KEY RESPONSIBILITIES
Head Finance, Commercial, MRFs & Recyclers	CEO	• Provide oversight and responsibility for delivery of all finance and commercial activities and sub-functions (financial services and analysis, contract management and legal). • Be responsible for overseeing Scheme payments to ensure accuracy and timeliness of payments. • Be responsible for overseeing and ensuring Scheme liquidity including regular review and recommendations regarding Scheme pricing (Supply Amount) for Board approval. • Oversee performance management of third-party service providers to ensure delivery of support services. • Present to Audit & Risk Committee and Board on matters relating to the function. • Local Government stream engagement lead activities including communication, trial activities and standardising best practice for Containers for Change. • Oversee engagement and participation of MRFs and Recyclers to maximise recovery and enhance the 'Greener Guarantee' to optimise recycling outcomes to help promote trust in the Scheme.
Container Registration & Contracts Manager	Head Finance, Commercial, MRFs & Recyclers	• Enact contract management with FRS, including ensuring contract execution, management of product registration process, and compliance of beverage supplier contractual obligations. • Prepare and execute copies of all contracts, including administrative support. • Manage relationship and communication strategy and day-to-day point of contact for FRS in conjunction with Marketing and communications team, including monitoring commercial@warrrl.com.au inbox. • Manages casual data entry clerks as required.
Senior Financial Analyst	Head Finance, Commercial, MRFs & Recyclers	• Prepare GST, FBT returns. • Be responsible for budget development and financial management of the WARRRL operational business unit (includes financial reporting process, accruals, monthly review with functional heads). • Manage insurance and salary packaging providers. • Manage purchase order process, non-scheme related invoice processing, monitoring accounts@warrrl.com.au inbox.

6.3 INTERNAL RESOURCING (CONTINUED)

Table 10 – Position descriptions (continued)

POSITION	REPORTS TO	KEY RESPONSIBILITIES
Financial Controller	Head Finance, Commercial, MRFs & Recyclers	· Regularly monitor compliance with reporting and other statutory requirements, including the WARR Act 2007 and Regulations. · Be responsible for budget development and financial management of the Scheme business unit (includes financial reporting process, accruals, monthly review with functional heads). · Provide regular performance analysis and reporting in accordance with reporting requirements for submission to various stakeholders including the Department of Water and Environmental Regulation and WARRRL Board. · Be responsible for daily, weekly, monthly and quarterly workflow approval for Scheme payments.
Commercial Analyst	Financial Controller	· Assist the team with all month-end and year-end processes. · Assist with various consolidation and financial reporting tasks. · Work with commercial and accounts receivable teams to review First Responsible Supplier volumes (Actual Vs Forecast). · Review, update and own finance policies and procedures. · Monthly analysis of major expense items, marketing, processor fees, and logistics. · Assist with monthly BAS & annual FBT return.
Finance and Accounts Officer	Senior Financial Analyst	· Prepare monthly reports and analysis of data in relation to service delivery. · Maintain master data. · Undertake credit applications and set up of suppliers. · Coordinate claims and undertake supplier reconciliations. · Maintain fixed asset register. · Provide internal reporting of amounts payable to refund point operators.
Accounts Receivable Officer	Financial Controller	· Manage debtor accounts across FRS and recyclers.

6.4 KEY ACTIVITIES

The key activities that will be undertaken by the finance, commercial, MRFs and recyclers function during the third year of Scheme operations are outlined in the table below:

Table 11 – Key activities

OPERATIONAL YEAR 5

Financial services and analysis

- Provide oversight of the Scheme pricing (supply amount) for approved containers to be reviewed twice a year, including update to pricing to reflect actual return rates and Scheme costs.
- Communication of the supply amount and supply amount setting methodology.
- Provide oversight of commercial, taxation, accounting and external financial audit services including engaging third-party specialist advisors as required.
- Ensure timely and accurate payments of Scheme inflows / outflows.
- Annual budget development.
- Provide periodic financial and performance management reporting to stakeholders including the CEO, Board of Directors, Government, and other parties as required.
- Provide cashflow forecasting and periodic liquidity reviews to ensure Scheme liquidity.
- Report on treasury and banking activities including cash management, oversight, and authorisation of Scheme payments to and from all Scheme participants.

WARRRL entity and FRS contract management and legal

- Monitor beverage manufacturer participation and execution of supply agreements with FRS.
- Execute export rebate agreements for new entrant exporters.
- Provide ongoing monitoring of the register of approved containers / FRS and oversight of approval process.
- Manage contractual relationships and commercial terms with stakeholders.
- Manage any issues regarding interpretation of WARRRL entity legal arrangements and provide clarity of requirements, including dispute resolution.
- Engage with external third-party legal services provider as required.
- Provide management and performance monitoring of third-party service providers, including CES and provision of payment technology platform and payment processing services.
- Report against Scheme regulatory framework.

MRFs and recycler management

- Prepare key stakeholders for peaks in demand such as festive season and Easter, particularly the recyclers to ensure they have the necessary forward sales and shipping schedules prepared to handle peak volumes.
- Provide oversight and maintenance of the online recycling material sales platform.
- Manage recycling panel application process with recyclers and continue to pursue new approved recyclers, particularly those based in WA.
- Provide relationship management of MRFs including contract performance management, compliance and adherence to contractual obligations.

7. SCHEME INTEGRITY

7.1 INTRODUCTION

This section describes the resourcing and key activities that will be undertaken within the Scheme integrity function of WARRRL.

7.2 OVERVIEW OF FUNCTION

The Scheme Integrity team ensures product stewardship and compliance within WARRRL and across the Containers for Change scheme in Western Australia.

The function focuses on three key areas: fraud and corruption control, compliance and risk, and safety and wellbeing.

The work undertaken by this function helps to ensure the Containers for Change brand is protected, Scheme participants are meeting their obligations in a safe manner, consumers are protected and WARRRL has a strong governance structure, compliance and risk management processes. In broad terms, the teams work aims to ensure risks are minimised across all areas and dealt with proactively and effectively, enabling WARRRL to allocate resources appropriately.

Risk management is a shared responsibility across the WARRRL executive team and Board. Within this the Scheme integrity team plays a role in design and implementation of the framework.

The growth of WARRRL has created additional safety elements and changes to the regulatory environment has created the need to transition to an internal dedicated WHS resource. Further to this the size of the organisation has created additional administrative demands on the team.

As the Scheme continues to mature we have a clearer understanding of the compliance elements required to operate a risk-based approach which is both proportionate and scalable.

Some small adjustments to role titles have also been made to align these to the duties undertaken by each member including recognition of a previous coordinator role at management level in line with their deliverables.

Governance, enterprise risk management, assurance (including internal audit) and compliance reporting within the Scheme regulatory framework also sit within this function as well as overall Fraud and Corruption Control activities for the Scheme.

7.3 INTERNAL RESOURCING

The Scheme integrity function comprises seven (7) resources, as outlined below:

Figure 6 – Internal Resourcing
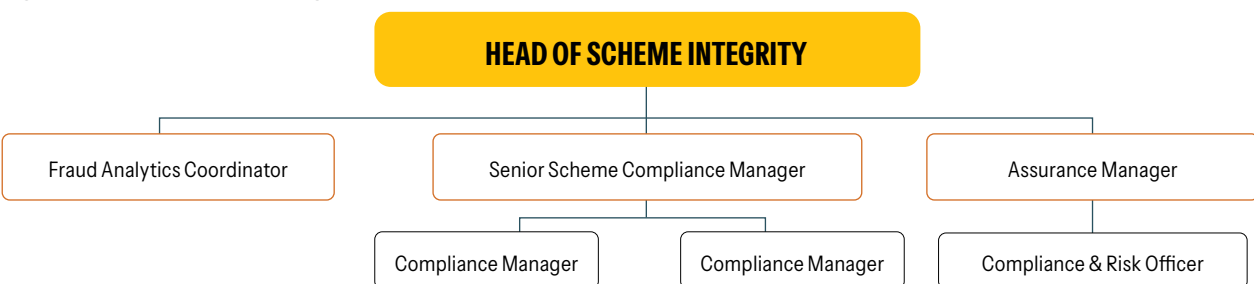
7.3 INTERNAL RESOURCING (CONTINUED)

The internal team is to be supplemented by consultants and contractors as required.

A brief position description of each of the roles is provided in the table below:

Table 12 – Position descriptions

POSITION	REPORTS TO	KEY RESPONSIBILITIES
Head Scheme Integrity	CEO	• Scheme Integrity strategic leadership. • Oversight of WARRRL Assurance framework, Fraud and Corruption Control and Risk Management functions. • Appointed WARRRL Risk Manager. • Management of operational budget. • Key contract manager for external service providers such as for risk and assurance and private investigators. • Key relationship manager with other scheme coordinators for audit, risk and governance matters (including representation on APCO working groups). • Delegated decision maker for adverse actions taken by WARRRL in response to Scheme Participant non-compliance or fraudulent activities in accordance with compliance and enforcement protocol. • Chair of the Whistle-blower Disclosure Committee. • Manage education and training content provided to internal staff and external stakeholders. • Chair of Executive Management meetings. • Management of reporting requirements to ARC, Board, DWER and other external regulators.
Senior Scheme Compliance Manager	Head Scheme Integrity	• Supervise and manage Quality Systems and Compliance Managers including implementing quality assurance processes with work output from these positions. • Lead contentious compliance monitoring activities. • Manage RPO, Processor, MRF, Logistics and Recyclers contractual requirements through proactive data analysis and scoping and completing compliance monitoring activities in accordance with Assurance Plans. • Support other functional teams with compliance monitoring activities and contractual compliance such as FRS Contract Manager. • Conduct assessments on intelligence / suspected fraud or corruption. • Liaise where required as an intelligence input to external investigative resources. • Report on conducted compliance activities, make recommendations for decision and assess rectifications made by operators as required. • Develop and maintain education materials and self-assurance tools to assist stakeholders to maintain compliance. • Develop and deliver internal and external training on fraud risks and best practice/quality assurance methods. • Liaise with external stakeholders within the supply chain as required.

7.3 INTERNAL RESOURCING (CONTINUED)

Table 12 – Position descriptions (continued)

POSITION	REPORTS TO	KEY RESPONSIBILITIES
Compliance Manager	Senior Scheme Compliance Manager	• Manage RPO, Processor, MRF, Logistics and Recyclers contractual requirements through proactive data analysis and scoping and completing compliance monitoring activities in accordance with Assurance Plans. • Support other functional teams with compliance monitoring activities and contractual compliance such as FRS Contract Manager. • Conduct assessments on intelligence / suspected fraud or corruption. • Liaise where required as an intelligence input to external investigative resources. • Report on conducted compliance activities, make recommendations for decision and assess rectifications made by operators as required. • Develop and maintain education materials and self-assurance tools to assist stakeholders to maintain compliance. • Develop and deliver internal and external training on fraud risks and best practice/quality assurance methods. • Liaise with external stakeholders within the supply chain as required.
Assurance Manager	Head of Scheme Integrity	• Data entry and management of compliance logs and registers, including management of the intelligence register and assigning of admiralty ratings to intelligence received, management of entries and closure of entries in the Decisions register and logging of compliance monitoring activities undertaken. • Coordination of audit and assurance activities being scheduled where required, including management of movements at Osborne Park audit facility. • Designated Whistle-blower Protection Officer. • Management of audit team mailbox. • Follow up and review statutory declarations and declared breaches. • Assist with and coordinate correspondence required in relation to Scheme Integrity matters. • Secretariat function for team at meetings. • Coordination of WARRRL reporting to DWER. • Organise the day-to-day operations of the Osborne Park facility (including; deliveries and collection of stock / audit material / maintenance / Inspections; Managing stock levels).

7.3 INTERNAL RESOURCING (CONTINUED)

Table 12 – Position descriptions (continued)

POSITION	REPORTS TO	KEY RESPONSIBILITIES
Compliance & Risk Officer	Assurance Manager	• Undertake and coordinate internal WARRRL compliance monitoring activities in accordance with Assurance Plans. • Maintain the risk management register and coordinate monthly meetings with risk owners. • Assist with conducting physical RPO audits at Osborne Park and onsite where required. • Conducting onsite RPO inspections using iAuditor if required. • Assist Compliance Managers coordinate audit activities if required. • Report tall non-registered products identified during audits or other compliance activities.
Fraud Analytics Coordinator	Head of Scheme Integrity	• Analyse, interrogate, and assess large volumes of Scheme data, applying contemporary analytical tools and techniques in order to produce actionable intelligence for the Scheme integrity team and influence critical decision making regarding the deployment of operational resources. • Act as team liaison to external investigative resources. • Articulate fraud and related matters clearly and concisely in a written manner appropriate to the audience through the creation of fit for purpose briefing documents. • Provide verbal briefings on fraud and corruption analytics as required. • Review CCTV surveillance as required by the team and distil findings into actionable intelligence. • Conduct fraud and corruption control research projects as required and present findings to team. • Monitor and assess 'referrals to Scheme integrity'. • Liaise with relevant counterparts in other jurisdictions to learn and develop our fraud detection and prevention measures. • Assist with leading and executing fraud maturity risk assessments for WARRRL and other related projects.

7.4 KEY ACTIVITIES

The key activities that will be undertaken by the Scheme integrity function during the third year of Scheme operations are outlined in the table below:

Table 13 – Key activities

OPERATIONAL YEAR 5

Fraud and corruption

- Undertake Fraud Risk analysis and Scheme participant profiling.
- Provide external and internal intelligence reporting options.
- Monitor for fraud through robust data analysis and audit activities.
- Engage with external investigative services to enhance our fraud prevention and detection measures.
- Execution of assurance activities related to fraud and corruption control.
- Consult with fraud industry professionals to enhance and improve our efforts to detect fraudulent activities.
- Further enhance our Modern Slavery assessment processes.

Compliance and risk

- Monitor for contractual compliance through audit and data analysis activities and execution of the assurance plan.
- Embed revised verification methodology across the Scheme.
- Test and adjust 'conversion factors' to provide assurance on the accuracy of these relating to containers collected and converted to weights.
- Environmental testing of automated counting technology across the Scheme network.
- Create and roll out self-assurance toolkits for Scheme participants.
- Create and implement training and education resources for Scheme participants.
- Refine and embed strengthened Recycler application assessment processes.
- Strengthen and broaden our First Responsible Supplier compliance monitoring.
- Design and implement a recognition and reward framework.

Welfare, health, safety and environment (WHSE) and operational audit

- Ongoing work health and safety planning.
- Ongoing work health and safety consultation and communication.
- Ongoing work hazard and risk control consultation.
- Work health and safety competency and training.
- Officer of a Company due diligence obligation.
- Scheme participant WHSE audits.
- WARRRL psychosocial risk assessment.

Governance

- Setting up the operational governance framework building from the assurance framework.
- Review relevant policies from a governance standpoint and address any gaps.

8. INFORMATION AND TECHNOLOGY

8.1 INTRODUCTION

This section describes the resourcing and key activities that will be undertaken within the information and technology function of WARRRL.

8.2 OVERVIEW OF FUNCTION

The Information Technology, Processing and Logistics (ITPL) team develops and/or manages the technology solutions that power WARRRL and Containers for Change and oversees the relationship with processing and logistics providers.

IT projects and systems managed by this function include the refund point network's point-of-sale system (POS), Containers for Change Collect, the Containers for Change app, the service provider portal and the RPO portal. Through its Business Intelligence projects, the function provides WARRRL with meaningful insights that shape strategic direction.

The function oversees the performance and safety of WARRRL's processing and logistics providers, who ready 10¢ containers for sale to recyclers. ITPL also manages project management and change management.

The team have additional requirements in organisational change management, project management and in the cyber security space. This has required a rebalancing of the workload to create additional capacity across the team.

The Implementation Manager was brought in to oversee the introduction of Microsoft Dynamics 365 which provides a contract management system and CRM which allowed services to be brought in house from CES. This role is also designed to explore opportunities for artificial intelligence (AI) within the Scheme.

In addition to this with the implementation of the Collect solution an additional Logistics Coordinator role was required as subject matter expert to oversee the day to day running of the service, provide training and assistance with issues or queries.

8.3 INTERNAL RESOURCING

The information and technology function comprises nine (9) resources, as outlined below.

Figure 7 - Internal Resourcing
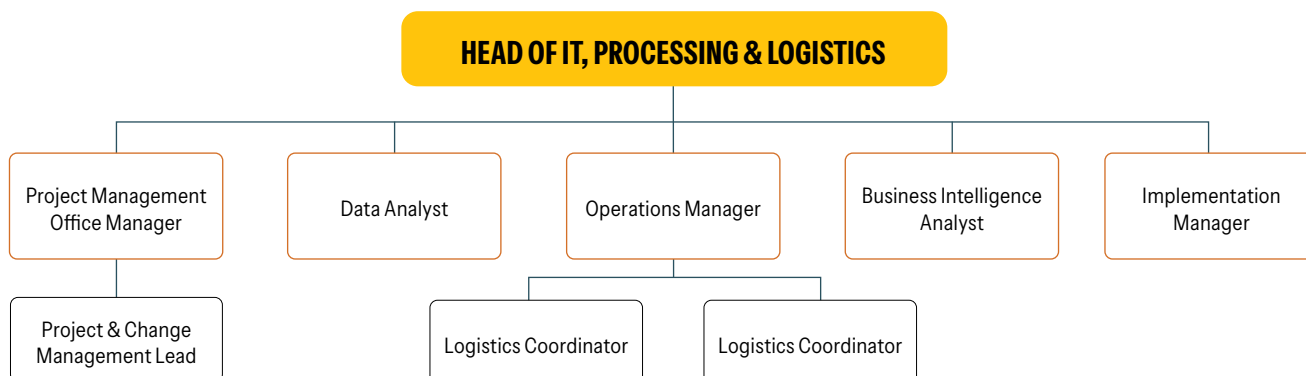
8.3 INTERNAL RESOURCING (CONTINUED)

The internal team is to be supplemented by consultants and contractors as required in addition to support from CES.

A brief position description of each of the roles is provided in the table below:

Table 14 – Position descriptions

POSITION	REPORTS TO	KEY RESPONSIBILITIES
Head Information Technology Logistics and Processing	CEO	• Lead the technology strategy for WARRRL ensuring technical projects are delivered on time and within budget. • Work with stakeholders to identify critical information and indicators across the organisation and wider CDS. • Identify, implement, and utilise appropriate tools and technology. • Manage all technical relationships with CES and external service providers providing or supplying information or software solutions. • Ensure that the requirements of the Privacy and Confidential Information Plan are met. • Lead Scheme ID solution improvements to increase uptake and usage rates. • Manage the IT development fund with CES including defining projects to be funded and working with CES to implement these projects. • Oversee cybersecurity strategy and implementation plan. • Oversee Project Management Office activities to ensure robust project governance, aligning projects with strategic initiatives and enhancing organisational change management capabilities.
Operations Manager	Head Information Technology Logistics and Processing	• Provide day to day management of logistics and processing providers. • Monitor performance of logistics service providers against KPIs and contracted accountabilities. • Provide oversight to contract start-ups, reviews, extensions and renewals, communicating contractual changes; monitor contractual commitments and compliance. • Support operations initiatives and projects including sourcing and design of solutions to support the scheme's network. • Work with service providers to identify and implement continuous improvement opportunities.
Logistics Coordinator	Operations Manager	• Contract management responsibilities with major stakeholders. • Develop systems to monitor and manage logistics and processing providers. • Ensure that adequate logistics and processing support is available to service the network. • Manage and resolve any real-time issues with logistics and processing providers. • Work with the Scheme integrity team to ensure processors and logistics providers have safe working practices and COR compliance as per legislation.

8.3 INTERNAL RESOURCING (CONTINUED)

Table 14 – Position descriptions (continued)

POSITION	REPORTS TO	KEY RESPONSIBILITIES
Data Analyst	Head Information Technology Logistics and Processing	• Undertake business intelligence tasks and projects to extract meaningful insights from Scheme data to enable WARRRL to shape strategic direction, growth, and efficiency. • Develop machine learning and artificial intelligence to identify trends, opportunities and threats within the Scheme and support audit and risk analysis.
PMO Manager	Head Information Technology Logistics and Processing	• Design, governance, management and reporting of projects within WARRRL. • Identify new solutions to support the workplace. • Implement solutions and train staff on best practice use of software tools. • Provide project managing support for teams undergoing process creation or change.
Project & Change Management Lead	PMO Manager	• Identifying areas of internal operational improvement in technology to increase the efficiency of organisational processes and functions and manage risk. • Mapping out processes and developing solutions. • End user training. • Developing and executing improvement initiatives.
Business Intelligence Analyst	Head Information Technology Logistics and Processing	• Provide reporting with insights on how to respond in priority to volume and recovery rate increases across operations. • Maintain compliance registers and master data.
Implementation Manager	Head Information Technology Logistics and Processing	• Develop forward-looking plans that leverage technology and innovation to advance WARRRL's objectives. • Establish organisational and technical enablers to underpin Dynamics 365 CE and AI transformation (platforms, data, adoption, methodologies, ways of work). • Define and execute Dynamics 365 CE and AI projects, ensuring they are delivered on time, within budget, and meet the desired business outcomes.

8.4 KEY ACTIVITIES

The key activities that will be undertaken by the information and technology function during the third year of Scheme operations are outlined in the table below:

Table 15 – Key activities

OPERATIONAL YEAR 5

Data analytics and reporting

- Provide analysis of Scheme data to identify risks of fraud, and trend analysis.
- Work across the organisation to provide timely insights and reporting capability to enable detailed analysis of Scheme performance.
- Conduct trend analysis of return rates and insights to support prioritisation of WARRRL activities to raise the profile of the Scheme.
- Provide modelling of logistics data to optimise logistics spend.
- Report on the volume of containers moving through the collection network of refund point operators, logistics providers, processing providers and MRFs.
- Provide forecasting models for Finance and Operations.

IT and systems

- Work with CES to ensure effective management of the IT platform, including the delivery of ongoing updates to the IT platform to ensure good customer interface.
- Conduct training sessions to train new refund point operators in using the IT platform.
- Provide project management of key business and systems implementation and/or improvement projects.
- Identify and implement process improvement initiatives to streamline process and improve data accuracy.
- Provide maintenance and improvement of IT platform for payments in collaboration with the third-party service provider.
- Provide support for escalation of critical business services with Scheme service providers.

Processing and logistics

- Engage with the contracted collection network to optimise operations across the state. Continue to troubleshoot any issues as necessary and implement efficiency measures (e.g. compaction).
- Provide ongoing management of the collection network including contract management and pursuing opportunities to improve collection and processing leading to gains in efficiency and safety across the network.
- Design, tender and implement operational solutions to support the network and optimise growth opportunities.
- Work with logistics service providers and refund point operators to pursue innovative solutions (e.g. on-site compaction).
- Prepare key stakeholders for peaks in demand such as festive season and Easter, particularly the logistics providers to ensure they have the necessary infrastructure, systems and processes to deal with Scheme volume increases and variability.
- Facilitate and support integration between processing providers, logistics providers and refund point operators.

PMO

- Deploying project management methodology training and overseeing application.
- Providing project governance and project management coaching.
- Provide project management reporting to relevant stakeholders reporting to track progress, identify risks, and ensure successful project delivery.
- Enhancing organisational change management capabilities and provide support across internal projects and strategic initiatives to facilitate change.
- Level 1 systems support.

9. BUSINESS DEVELOPMENT

9.1 INTRODUCTION

This section describes the resourcing and key activities that will be undertaken within the business development function of WARRRL.

9.2 OVERVIEW OF FUNCTIONS

The Business Development team leads engagement with external stakeholders important to the success of Containers for Change, such as community groups, schools and universities, charities, local government, and the commercial and industrial sectors (such as mining, and shopping centres).

The function's objective is to increase the 10¢ container recovery rate, and support the social impact objectives of the scheme, by encouraging and maximising participation in Containers for Change, particularly in the out-of-home sector.

The work undertaken by this function crosses all areas of WARRRL. Business Development relies on scheme and refund point insights and data and must work closely with Marketing to create content and messaging for all its stakeholders. Being able to demonstrate the integrity and social impact of the scheme is also crucial for Business Development in securing new opportunities, particularly in the commercial sector.

With an increasing recognition of the role that consistently branded physical collection infrastructure has to play in enhancing the awareness and ability to participate in the Scheme we have recruited a dedicated Online Store or E-Commerce Manager.

The team directly engages with third party peak bodies, and large individual entities, and supports them via removing barriers to participation. This includes providing information (on how to participate and benefits of participation), infrastructure to physically enable collections, and support in connecting with a refund point operator or waste service provider. The primary objective, in particular with commercial partners, is to increase recovery, however community and charity partners also have additional benefits from fundraising and employment opportunities, which provides additional motivation for organisations and individuals.

The Reconciliation Action Plan (RAP) has been approved and relationship building in this area continues as part of action implementation.

Key areas where recovery rates enhancement could be achieved have been identified as the mining and resources sector along with retail and shopping centre precincts where high out of home beverage consumption occurs. Further to this a need has been identified to provide procurement support for the online store.

9.3 INTERNAL RESOURCING

The business development function comprises eight (8) resources, as outlined below.

Figure 8 – Internal Resourcing

A brief position description of each of the roles is provided in the table below:

Table 16 – Position descriptions

POSITION	REPORTS TO	KEY RESPONSIBILITIES
Head Business Development	CEO	• Set the strategic direction for the business development team to shift containers from landfill to through the Scheme. • Oversee business development team initiatives to ensure these are deployed in an effective manner to support achievement of Scheme objectives. • Work with service providers and team members to identify continuous improvement opportunities with a focus on scheme objectives and efficiencies. • Oversight of sustainability working group.
Commercial Partnerships Lead	Head Business Development	• Identify and assess opportunities within the commercial channel (e.g., petrol and convenience, strata, retail, cafes, hotels, associations, etc.). • Share information (toolkits) and resources (infrastructure and other physical assets) to support the collection efforts of these commercial partners. • Work directly with large venues and retail centres to embed Containers for Change collection bins.
Commercial Partnership Executives	Commercial Partnerships Lead	• Supporting the delivery of WARRRL's commercial initiatives to build and optimise access to participation in Containers for Change.
Social Impact Lead	Head Business Development	• Promoting awareness, knowledge and participation among charities, community groups, and schools to optimise participation. • Share information (toolkits) and resources (infrastructure and other physical assets) to support the collection efforts of these community partners. • Work with industry bodies and Department of Education Sustainable Schools WA and DWER Waste Wise schools to identify opportunities to incorporate the container deposit scheme into their ongoing communications and education materials.

9.3   INTERNAL RESOURCING (CONTINUED)

Table 16 – Position descriptions (continued)

POSITION	REPORTS TO	KEY RESPONSIBILITIES
Community Development Coordinator	Community Development Lead	• Supporting the delivery of WARRRL's community initiatives to build and optimise access to participation in Containers for Change. • Coordinate the agreed initiatives for development of, and embedding of, the Reconciliation Action Plan.
E-Commerce Manager	Head of Business Development	• Technical design of online store website. • Oversee inventory management of store products.
Local Government Lead	Head of Business Development	• Build and strengthen relationships with Local Government Authorities across WA (LGAs). • Work with LGAs to rollout container exchange points and embed containers for change in resource recovery information and event permits. • Work with WasteSorted team to embed Containers for Change in messaging, and support consistency of messaging across waste sector.

9.4   KEY ACTIVITIES

Table 17 – Key activities

OPERATIONAL YEAR 5

Business development

- Share information (how-to guides) and physical resources (bins, bags, flyers, stickers) with commercial and community partners and local governments to support a 'self-service' approach to embedding Containers for Change in their organisations and increase recovery and fundraising outcomes. This will be reached via peak stakeholder bodies, via the website and targeted campaigns, through partnerships and sponsorship to raise awareness of how to participate, and through collaboration with waste company partners.
- Continue to develop and distribute resources and infrastructure, including education curriculum content, and product innovation, to support community, local government and commercial partners in removing barriers to participation, to increase awareness and also ability to access the Scheme.
- Ongoing support to the refund point operator network to assist their business development effort, including communicating/matching the availability of collection services to community and commercial partners.
- Demonstrate the positive outcomes of Scheme participation for community groups.
- Develop and implement community engagement, education, and advocacy campaigns to encourage participation and build community capacity, for regional and remote communities and Aboriginal and Torres Strait Island communities to participate in the Scheme. This includes ongoing development of the Reconciliation Action Plan.
- Working closely with Local Government Authorities, WALGA and the State Government to drive participation across the Scheme.

10. OTHER ENABLERS

10.1 INTRODUCTION

This section describes the key activities that will be undertaken by external parties contracted to WARRRL to support WARRRL's achievement of Scheme objectives.

10.2 OVERVIEW OF FUNCTIONS

CES remain a core partner for the organisation providing external support for IT systems, accounting and finance support, branding and the contact centre.

WARRRL also engage Indigenous Consulting Group and Wonnil Partners to progress the Reconciliation Action Plan.

10.3 KEY ACTIVITIES

Table 18 – Key activities

OPERATIONAL YEAR 5

CES

- Provide an annual support plan in line with the terms of agreement outlining the scope of work and functions to be provided to WARRRL. This will be rereviewed by WARRRL for consistency and alignment.
- Provide access to the fit-for-purpose IT Platform designed specifically to support the operations of the Scheme. The functionality of the IT platform includes:
- customer scheme accounts;
  - » payment processing;
  - » point of sale (POS) system;
  - » web portals for Scheme participants;
  - » register of approved containers / beverage supplier register;
  - » online recycling material sales platform;
  - » chain of custody tracking;
  - » financial and Scheme reporting; and
  - » data warehouse.
- Provide accounting and finance support.
- Undertake reviews of marketing materials to ensure these comply with CES brand guidelines.
- Manage operation of a contact centre to co-manage customer-facing Scheme social media accounts; reply to customer email queries; respond to call centre queries and complaints and provide general support to the public and Scheme participants regarding the Scheme and its operations.

Wonnil Partners, Kalyakoorl and Indiji Corp

- Support and provide guidance with Aboriginal engagement planning and implementation, in line with WARRRL's Aboriginal and Torres Strait Islander and Remote Communities Engagement Plan and Reflect Reconciliation Action Plan (RAP).
- Deliver cultural competency and other relevant training to WARRRL employees and Board Directors, to enhance knowledge, recognition and respect for Aboriginal and Torres Strait Islander cultures, histories, and impacts associated with colonisation.
- Provide guidance on relevant people and culture strategies to support Aboriginal and Torres Strait Islander employment and retention, and embed an organisational culture that prioritises inclusivity, diversity, and cultural safety.
- Provide guidance to enhance Aboriginal and Torres Strait Islander participation, representation and potential impact associated with the Scheme, including the use of language, imagery and/or relevant content in marketing materials, and improved policies and practices to increase procurement of Aboriginal owned business and social enterprise.
- Provide guidance to the RAP Working Group to support implementation of WARRRL's Reflect RAP and development of the subsequent Innovate RAP in 2024.

11. GLOSSARY OF TERMS, ABBREVIATIONS AND ACRONYMS

General abbreviations used in this document have the following meanings set out below:

TERM	DEFINITION
Board	means the board of Directors of the Company.
CDS	means Container Deposit Scheme.
CEO	means the Chief Executive Officer of the Company.
CES	means Container Exchange Services.
Company	means WA Return Recycle Renew Ltd ACN 629 983 615.
CMS	means Contract Management System.
Director	means a Director of the Company.
Employees	includes employees (full time, part time, and casual).
FAQ	means Frequently Asked Questions.
MRFS	means Materials Recovery Facility Operator.
Plan	means draft operational plan outlining the delivery of Scheme coordinator functions and operations of the Scheme.
Policies	means all policies, procedures, guidelines, and protocols of the Company.
RAP	means Reconciliation Action Plan.
RPO	means Refund Point Operator.
Scheme	means the Western Australian Container Deposit Scheme.
WARRRL	means WA Return Recycle Renew Ltd ACN 629 983 615.